KEYSTONE
HUMAN SERVICES
"Advancing the Human Spirit"

UNIVERSITY OF
Cincinnati

Leveraging DMAIC & Active Management for Sustainable Quality Improvements:

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- Vice President of Quality and Corporate Integrity
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- BS Psychology
- MHSA (Master's Health Services Administration)
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- Operational Oversight of Hospital Functions
- QI Leadership of Implementation Research at Academic Health Center
- Patient Advisory Council Mentor
- University of Cincinnati IRB Member
- Administrative Director of Center of Improvement Science, Cincinnati CCTST

Presentation Overview

- A New Approach
- Getting to Know You
- DMAIC
- Stakeholder Engagement
- Control Revisited
- Managing the Game of Hot Potato
- Auditing and Active Management

Active Learning

Changes from YOUR Feedback

- Broad, Proven Concepts with a Deeper Dive on 1-2 Ideas
- Trace a Successful Project
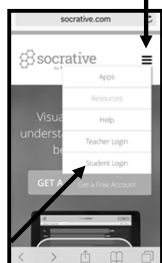- Balance Between Didactics and Activities

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Icebreaker: Who Are You?

Click Here for Menu

- Answer Privately in Socrative.com,
- Type in Room Number:
  AMYSHORT
- Login as Student
- Enter at Least One Letter as a Name

Or Use the App

STUDENT

Click Here to Login

socrative.com

Apps
Resources
Help
Teacher Login
Student Login

GET A

How Experienced Are You in QI?

Click Here for Menu

- Answer Privately in Socrative.com,
- Type in Room Number:
  AMYSHORT
- Login as Student
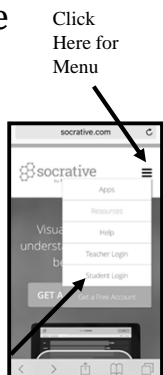- Enter at Least One Letter as a Name

Or Use the App

Click Here to Login

Successful Organizations

- Understand what their customers want
- **Understand how they are measuring up**
- **Can describe, monitor and adjust processes**
- Can examine and support employee performance and functions
- Can quickly identify and respond to internal and external demands

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Successful Organizations Use DMAIC

Define
Measure
Analyze
Improve
Control

DMAIC

Define

Measure

Analyze

Improve

Control

What Compliance Issue
Keeps You Up at Night?

DMAIC

Define

Measure

Analyze

Improve

Control

Find a way to make the important measurable instead of making the measurable important

Where the Journey Begins: Data

Why Data?

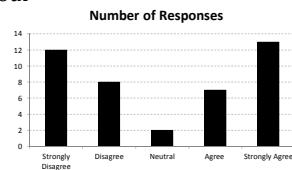- You Cannot Manage what You Cannot Measure

- Data → Information → Knowledge → Wisdom

"In God we trust. All others, bring data."

-W.E. Deming

Measurement 101: "Eyeball your data"

- The Importance of Visual Inspection

- First Step in Analyzing and Understanding Your Data

Number of Responses

Shhhhh….It's a Secret

PROCESS > OUTCOME

Measure

The Process Map

Ambulatory Procedure for Direct Admits
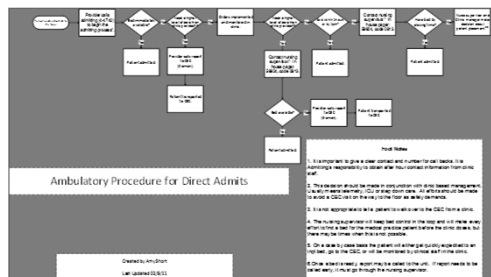
Process Mapping in a Nutshell

"Every system is perfectly designed to get the results it gets."

The only way to get different results is to change the system

Why Process Map?

- You Can't Fix a Problem Until You Understand the Present State
  - ... How It REALLY Works
  - .... Everyone Shares the Same Understanding
- Process Maps Reveal Where Improvement Is Needed Most
- Process Mapping Helps Keep a Project in Scope

Process Map Errors

- Only Working with Those Distal to the Process
- Mapping the Improved Process First
- Mapping the Way a Process is "Supposed to Work"
- Incorrect Level of Abstraction
- Not Verifying Accuracy

DMAIC

Define
Measure
Analyze
Improve
Control

Analyze

- Walk the Process Map and Refine It
  - Spend Time with the People Who Do the Work
- Re-scope if Needed
- Capture Cycle Times
- Brainstorm Ideas for Improvement
  - Fishbone Diagrams
  - Affinity Diagrams

DMAIC

Define
Measure
Analyze
Improve
Control

Piloting Improvement and Change

We must remember…

**All Improvements stem from change,
but not all changes are improvements**
&

Hope is not an improvement strategy

The Engine for Innovation & Change: PDSA Cycle

START HERE

Act
• What changes need to be made?
• Next cycle?

Plan
• Objective
• Predictions
• Plan to carry out the cycle (who, what, where, when)

Study
• Analyze data
• Compare results to predictions
• Summarize what was learned

Do
• Carry out the plan
• Document observations
• Record data
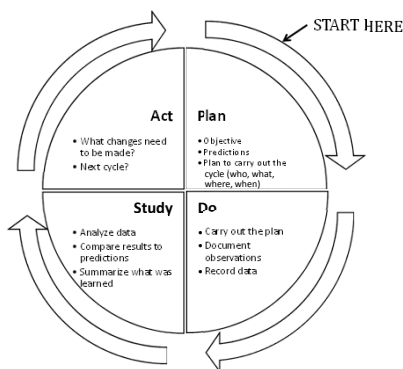
Hoorah for PDSA!

- Action-oriented Learning
- Scientific Process
  - Hypothesize
  - Experiment
  - Evaluate
  - Synthesize
- Avoid "Analysis Paralysis"

- Lessons in STUDY and ACT Become Public Knowledge and Speeds Generalization
- Minimal Expenditures $$
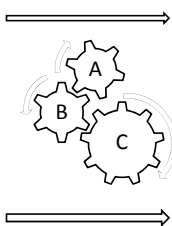- Vertical Team Facilitates Buy-in

Test the Change

PDSA: Process change
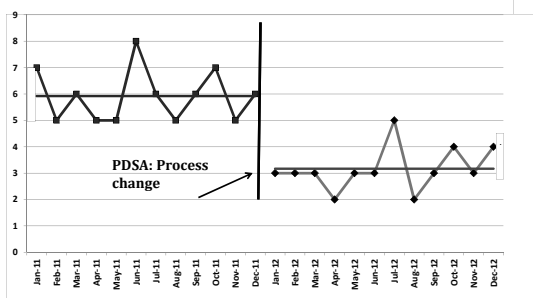
DMAIC

Define
Measure
Analyze
Improve
Control

Now What?

C
O
N
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O
L

A
B
C

- "Surface" Key Process and Outcome Measures

- Timely Data Entry = "Knowable" Individual and Group Performance

- Embed Use of Data into Management Repertoire

CONTROL

Keystone Service Systems
Medication Errors
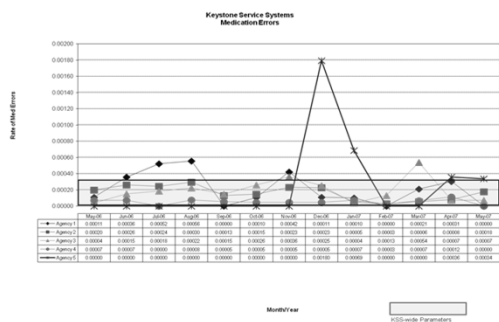
CONTROL

- This is the Most Difficult Phase in DMAIC

- Maintaining the Gains

- Safeguards: What Will Be Done to Keep this on Track?

- Responsibility Rests on the Process Owner (Role of KPI)

- <u>What Happens in this Phase?</u>

  - Pick the Right Control Method (Checklists, Monitoring, Reporting)

  - What is Acceptable Variance?

  - Document the Response Plan

Mission Impossible

Is this you?

It Takes a Team!

But... I'm All Alone

Sustainable, transformative, change requires an engaged, interdisciplinary, team

- Let your leadership know what you need

- Work these principles as best you can in you own sphere
  - It takes time
  - It takes constant effort
  - It's worth it!

Successful Organizations

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Change Management

... Is multifactorial and complicated!

- Today's focus is on:
  - Stakeholder engagement
    - Communication (bite sized!)

Stakeholder Engagement

Stakeholder: Anybody who can affect or is affected by an organization, strategy or project

From OGC *Successful Delivery Toolkit 2005*

Stakeholder Engagement

What you get from stakeholder engagement:

- Agreement on purpose and direction (i.e. buy-in) of a project or program
- Early identification of potential issues, conflicts and benefits
- Generation of new ideas
- Defusion of conflict situations before these impede progress
- Increased community cohesion and strengthened shared identity

REVIT Stakeholder Engagement: A Tool Kit
http://www.revit-nweurope.org/selfguidingtrail/27_Stakeholder_engagement_a_toolkit-2.pdf

Stakeholder Engagement

Key elements for stakeholder identification:

- Who is directly responsible for the decisions on the issues?
- Who is influential in the area, community and/or organization?
- Who will be affected by any decisions on the issue (individuals and organizations)?
- Who runs organizations with relevant interests?
- Who is influential on this issue?
- Who can obstruct a decision if not involved?
- Who has been involved in this issue in the past?
- Who has not been involved, but should have been?

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Who Are Your Stakeholders?

Name and Role	Strategic Objective	Scope of Influence	Coherence with Objective Yes *No* Indifferent	Key Alliances
Jane Doe, Clinic Manager	Care Delivery	Clinical site/staff	Indifferent	Corporation VP HR

Adapted from "Mainstreaming Participation"
http://www.fsnnetwork.org/sites/default/files/en-svmp-instrumente-akteuersanalyse.pdf

Prioritize Your Stakeholders
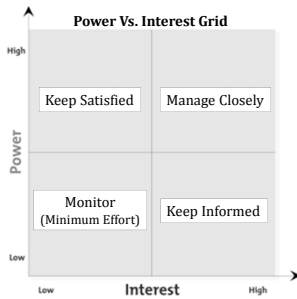
Power Vs. Interest Grid

	Low — Interest — High	
High Power	Keep Satisfied	Manage Closely
Low	Monitor (Minimum Effort)	Keep Informed

www.mindtools.com

Stakeholder Actions

Someone's position on the grid shows you the actions you have to take with them:

- <u>High power, interested people:</u> these are the people you must fully engage and make the greatest efforts to satisfy

- <u>High power, less interested people:</u> put enough work in with these people to keep them satisfied, but not so much that they become bored with your message

www.mindtools.com

Stakeholder Actions

Someone's position on the grid shows you the actions you have to take with them:

- <u>Low power, interested people:</u> keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project

- <u>Low power, less interested people:</u> again, monitor these people, but do not bore them with excessive communication

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Understand Your Stakeholders

- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?

- What motivates them most of all?

- What information do they want from you?

- How do they want to receive information from you? What is the best way of communicating your message to them?

- What is their current opinion of your work? Is it based on good information?

- Who influences their opinions generally, and who influences their opinion of you?

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Understand Your Stakeholders

- Do some of these influencers therefore become important stakeholders in their own right?

- If they are not likely to be positive, what will win them around to support your project?

- If you don't think you will be able to win them around, how will you manage their opposition?

- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

www.mindtools.com

Strategic Tip: Be Compelling

Don't "push it through" – it's much better to convince people that it's important and urgent – only that way can you get a clear commitment from others

- What conditions create the need for change?

- What are the underlying causes?

- Have you identified and made a case for the change?

- Have you identified the one crucial reason for change?

- "WIIIFM"?

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Strategic Tip: Get the Word Out

One size does not fit all for communication

- Which stakeholders will need regular one on one chats?

- Do you need to do organization wide "town halls"?

- Do people at your organization read emails reliably?

- Can you put articles in the company newsletter?

- Which regular operational or staff meetings should you attend?

- Is a special activity required to gain attention?

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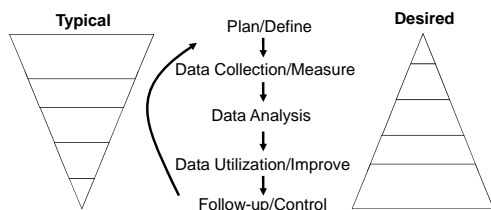 - It takes constant effort
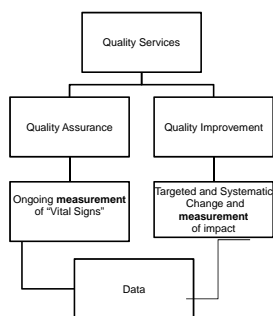 - It's worth it!

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Focus and Streamline

Changing the Approach is Key to Success

Typical   Plan/Define   **Desired**
↓
Data Collection/Measure
↓
Data Analysis
↓
Data Utilization/Improve
↓
Follow-up/Control

Quality Assurance or Improvement?

Quality Services

Quality Assurance   Quality Improvement

Ongoing **measurement** of "Vital Signs"   Targeted and Systematic Change and **measurement** of impact

Data

Key Performance Indicators (KPIs)

• How do you measure success

• Type of performance measurement

• Help an organization define and measure progress

• Linked to an organization's mission and vision

• Should include regular examinations of goals/expectations

Are We Consistently Meeting Stakeholders Service Expectations And Goals?

Why Are KPIs Important?

- Sustainability in a new era

- Performance information is front and center

- Increase the pace of effective decision-making

- Decisions need to be targeted and informed

- Use of KPIs embedded into management will enable these abilities

Scorecard

Active Management vs. Auditing

Active Management vs. Auditing

Component	Active Management with Data	Auditing
Scale	Population	Sample
Time	Close to real time	Retrospective
Opportunities to examine Performance Status	Frequent	Dependent on audit schedule
Focus	Current and Future	Retrospective and Future
Organizational Risk	Catch issues quickly	Depends on Audit timeframe

Whoever Owns the Process, Shoulders the Responsibility

PUTTING IT ALL TOGETHER

Questions?